

URBAN/MUNICIPAL  
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1990

# Hamilton Street Railway...



At  
the  
Heart  
of  
the  
Region

The Hamilton Street Railway Company  
Canada Coach Lines Limited  
• 1990 Annual Report •

URBAN MUNICIPAL  
NOV 1992  
GOV 'MENT DOCUMENTS



## • COMPANY PROFILE •

The Hamilton Street Railway Company  
serves the public transit needs  
of the Regional Municipality of Hamilton-Wentworth.

As part of the Regional Transportation Department,  
HSR is directed by a nine-member  
Transportation Services Committee.

Operating from two facilities - one in downtown Hamilton,  
the other on Hamilton Mountain -  
HSR employs approximately 800 people.

With a fleet of 284 buses  
- natural gas, electric trolley, and diesel -  
HSR carries more than 26 million passengers per year.  
In 1990, the fleet covered more than nine million miles.

The Hamilton Street Railway Company  
has two wholly-owned subsidiaries:  
Canada Coach Lines Limited and Safety Service and Adjusters.

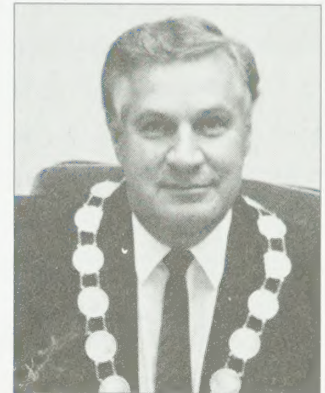
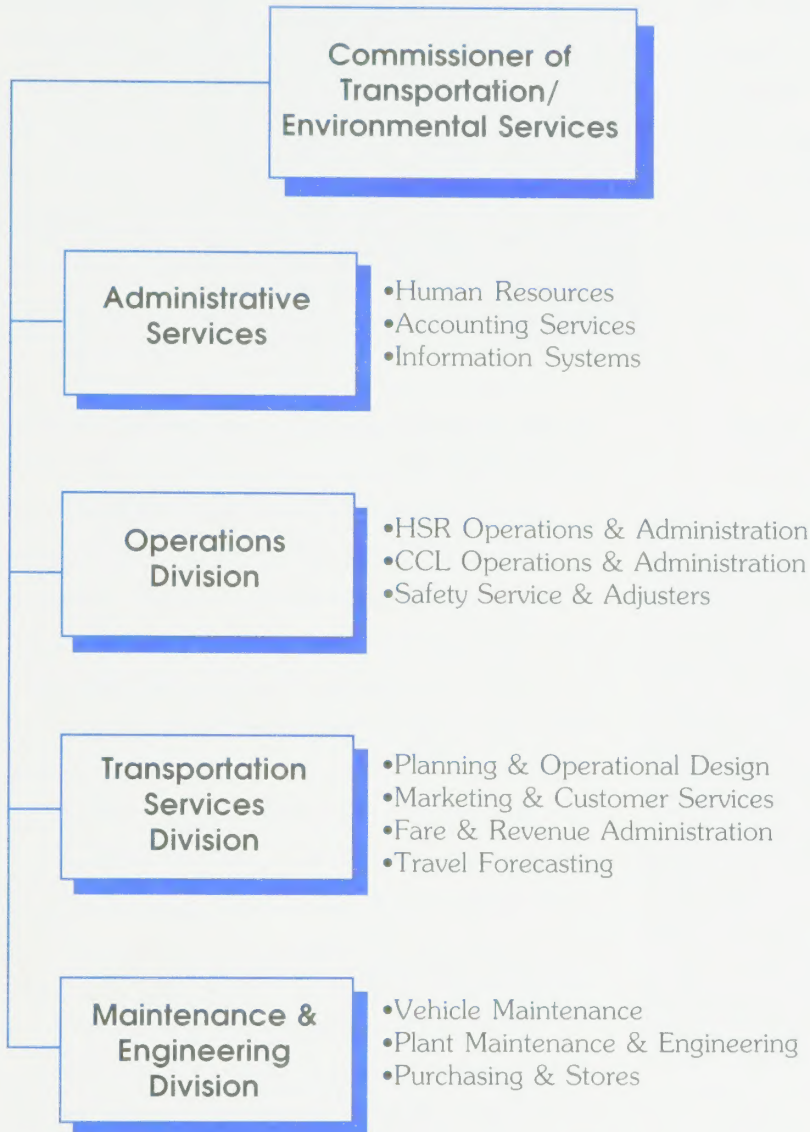
Canada Coach Lines Limited operates within  
the Golden Horseshoe area of Southern Ontario,  
and specializes in scheduled inter-city service, charter service,  
tours, sightseeing, and parcel express service.

Operated by HSR, Safety Service and Adjusters  
is a licenced insurance adjuster  
that also acts as the company's safety watchdog and risk analyst.



# • THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH •

## Transportation Department • HSR/CCL



R. J. (Reg) Whynott  
*Regional Chairman*



Robert E. Wade  
*Chairman, Transportation  
Services Committee*



### Transportation Services Committee Members

Robert E. Wade (Chairman)  
John Addison  
David Wilson  
Don Drury  
John Gallagher (Vice-Chairman)  
Mary Kiss  
Fred Lombardo  
Henry Merling  
Tom Murray  
R. J. Whynott

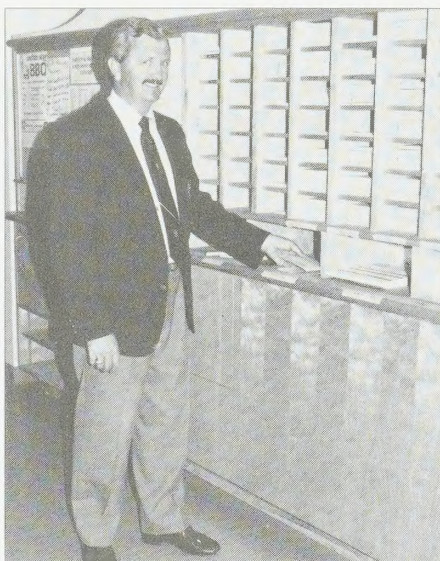


### OPERATOR WORK STATIONS IMPROVED

- New operator's seat cushions were installed fleet-wide. The improved cushions provide HSR operators with increased support and comfort.
- Several seat models were tested by HSR's Special Task Force on Bus Seats in order to find one which best meets the health and safety needs of operators. Once selected, the model will be fitted on all new fleet additions.

### NEW IMAGE FOR OPERATORS

- The introduction of a smart new uniform promoted a modern and professional image of the HSR operator and the organization as a whole. Grey pants and a light blue shirt are complemented by a navy blazer and tie. HSR's blue and yellow crest is embroidered on both the tie and the blazer pocket.



- Distribution began in February and by year end close to half of HSR's operators were enjoying the comfort and style of the light, well-cut outfit. The rest of the operations team should be outfitted by the end of 1991.

### OPERATORS DISPLAY SKILLS AT BUS ROADEO

- The 9th Annual Bus Roadeo tested the driving expertise and public transit knowledge of HSR's finest operators. Mario Giannini took first place, Ken Later second, and Bob Miller third.



Mario went on to represent HSR at the CUTA National Roadeo in Calgary, Alberta where he placed a very impressive third.

### AVLC SYSTEM ASSISTS OPERATORS AND CONTROLLERS

- Final testing of the Automated Vehicle Location and Control (AVLC) equipment was completed and the system became fully operational early in the year.
- AVLC provides HSR's central control room with detailed minute-by-minute activity on any given route in the system. On the street, operators are secure in the knowledge that controllers are instantly aware of any difficulties and that help can be dispatched immediately.

### SAFETY SERVICE & ADJUSTERS

- SS&A, HSR's owned and operated insurance adjuster, produced a comprehensive report on the new Ontario Motorist Protection Plan, known as no-fault insurance. Published by the Canadian Urban Transit Association, SS&A's report discussed how the new legislation would impact on public transit organizations.
- Substantial premium savings were realised in 1990 when SS&A changed HSR/CCL's insurance contracts.
- In 1990, SS&A received 1,618 claim reports, down from 1,636 the previous year. Of this number, 279 claims warranted action, a significant decrease from 585 in 1989.



## • MAINTENANCE & ENGINEERING DIVISION •

### WSTC IN FULL OPERATION

- The WSTC Maintenance Garage became fully operational in early 1990. New equipment, additional space, and bright modern work areas resulted in an increased capacity for maintenance and repair activities. This situation allowed for the closure of the MRTC Maintenance Garage on weekends and holidays, resulting in substantial overhead cost reductions to the company.

### VEHICLE TECHNOLOGIES EXAMINED

- With much of the HSR fleet due for replacement over the next 20 years, a comprehensive study was initiated to evaluate alternative vehicle technology. Key considerations included environmental factors - air and noise pollution as well as visual intrusion - cost and availability of fuel, and economic ramifications. The three alternative fuel options under examination include emission-controlled diesel, compressed natural gas, and electric trolley.
- HSR established a five-member steering committee, comprising of two members from the Ministry of Transportation, two from HSR, and one citizen representative, to develop a study design, and to oversee and evaluate the findings.
- In addition to various studies conducted by transit consultants, several public meetings were held to solicit suggestions and opinions from residents of the region. A final report is expected in 1991.

### SPECIAL PROJECTS

- Three diesels were converted to compressed natural gas, bringing HSR's CNG fleet to ten.
- Air-assist steering was installed in thirty of the fleet's older buses. This feature provides increased vehicle manoeuvrability.
- HSR's fleet of sixteen E800 Flyer trolley coaches were equipped with small diesel genera-

tors. These generators are invaluable during power failures or route detours.

- All articulated buses were tested for signs of stress and fatigue around the hinge areas. This was initiated in response to problems experienced by other transit companies in Ontario.
- Seat panel and cushion colour scheme was standardized fleet-wide. Graffiti is less noticeable on the new dark brown panels. This move is an important step in the effort to keep vandalism and the associated costs under control.

### COMPONENT SHOP ESTABLISHED

- A new Component Shop has reduced costs



and improved efficiency. A team of maintenance specialists inspect, repair, and rebuild components such as small motors and compressors.

- A special module of HSR's computerized Vehicle Maintenance System compares the costs of new components, rebuilds done in-house, and rebuilds done by outside component shops.

### WINNING SUGGESTIONS

- HSR continued to enjoy great success in the Regional Suggestion Plan. Seventeen employees received awards for suggestions that will save the company both time and money.
- Two employees shared the top prize of \$5,000 for designing a computer system that is expected to save HSR over \$50,000 each year. The system tracks warranties on new and rebuilt components used in the maintenance garage.



### EMPLOYEE HEALTH CENTRE

- HSR's Employee Health Centre completed a very successful first year of full-service. Employees were attracted by the comfortable informal atmosphere and were won over by the eagerness and enthusiasm of EHC staff. With a commitment to wellness programming, EHC launched three major programs during 1990.

- "Heart Smart" focused on educating employees on all

aspects of cardiovascular health. Displays and presentations were reinforced with a series of printed materials and hands-on demon-



strations. The HSR cafeteria also implemented a special Heart Smart lunch menu.

- Personal "Fitness Profiles" are offered free of charge to all employees. An independent athletic consultant meets with individuals, evaluates their current fitness level, and assists in the design of a personalized fitness program.
- A flu vaccination program launched in the fall attracted over 150 employees. Absenteeism rates were closely monitored over the 1990-91 flu season. Results indicated HSR's net value of lost time savings as close to \$9,000.

### INFORMATION SYSTEMS

- Information Systems was invited to play a key role in a network pilot project for the City of Hamilton and the Regional Municipality of Hamilton-Wentworth. The department designed a com-

puter network to electronically connect the two physically separate groups and is now working on the installation of a region-wide network.

- A comprehensive Materials Management System was completed. This package has streamlined HSR's entire purchasing, inventory, and internal distribution functions.
- To keep pace with increasing demands on HSR's computer systems, numerous upgrades and reporting functions were added to the Transit Operations Systems (TOS) and the Vehicle Management System (VMS).
- A claims tracking package was developed for Safety Service & Adjusters, and a ticket audit system was developed for Canada Coach Lines.

### ORIENTATION PROGRAM

- Implemented in March, this Human Resources program familiarizes the new employee with their surroundings and provides an introduction to the company's operation and organization. Appropriate

safety and training programs are scheduled, and HSR's policies, procedures and benefits packages are discussed in detail.



- A comprehensive information package is provided to the new employee. It describes HSR's various departments and their functions, and includes publications such as union agreements and benefits manuals.



## ROUTE AND SERVICE IMPROVEMENTS

- Upper Ottawa - Route 22: Service extended to Rymal Road and Upper Mount Albion.
- Upper Sherman - Route 24: Service extended to Beaverton and Upper Sherman.
- Governor's Road - Route 54: Four-month trial service implemented in September.
- Airport/Mount Hope Shuttle: New service operating between Hamilton Airport, Mount Hope, and the downtown core.
- Bayfront - Route 4A and Nash - Route 57: Improved routing through Nashdale neighbourhood.

## MAINTAINING CONTACT

- In 1990, more than 1,400 customer contacts were received. Close tracking of complaints, requests, and suggestions helps us to monitor and improve on our performance.
- To keep riders up-to-date, HSR distributed over 100,000 timetables, provided route and schedule information to more than 700,000 callers, and published a variety of notices and newsletters.
- HSR services were also promoted at numerous open houses, trade shows, and community centres. Students were kept informed through orientation week information centres at the college and university level, and through school visits and tours at the junior school level.

## BUS STOP AND SHELTER PROGRAM

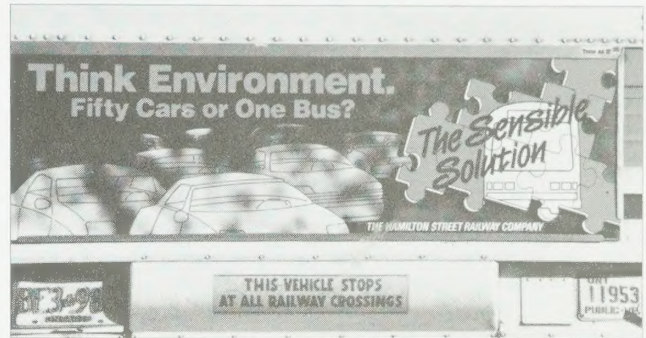
- As part of an on-going program, HSR installed 40 bus shelters, 20 bus shelter benches, 140 concrete landing pads, and 12 new bus stops.

## FARE ADMINISTRATION

- HSR assumed responsibility for two programs previously administered by the City of Hamilton. The Group 'A' Program serves several thousand Regional residents on a monthly basis. The Senior Annual "Over 70" Program serves more than 10,000 individuals on an annual basis.

## THINK ENVIRONMENT

- HSR's 1990 marketing campaign promoted the environmental and economical benefits of public transit. Exterior bus panels reminded passen-



gers, pedestrians and motorists that HSR offered "The Sensible Solution" to saving money and saving the environment.

## 1991 TRANSIT SERVICE PLAN

- Regional Council directed each department to develop program options in 1991 to enable a zero percent increase in costs. In response, HSR's 1991 Transit Service Plan was developed.
- Routes were reviewed to determine current performance levels and to pinpoint possible deficiencies. To encourage public input, initial proposals were presented at a series of information meetings. Comments received at the meetings had a major impact on the final Plan approved by Council.

## THANKING OUR CUSTOMERS

- In keeping with tradition, several special services provided during the festive season thanked HSR customers for their patronage throughout the year. During December, free rides were offered on HSR's Christmas Bus which was sponsored by radio stations CKOC-1150/K103FM and TV-Facts Magazine. Free service was provided on Christmas day courtesy of the Regional Municipality of Hamilton-Wentworth. Free service was also offered on New Year's Eve courtesy of Amstel Brewery.



## • "EASIER ACCESS" DEVELOPMENTS •

### IMPROVING ACCESS TO PUBLIC TRANSIT

- "Easier Access" is a new program designed to

make public transit more accessible to the frail, the elderly,

and those with special needs.

- HSR - and several other transit organizations in the province - is working together with the Ontario Ministry of Transportation and the Ontario Urban Transit Association to introduce new equipment and services throughout the transit system.

### HSR SWINGS INTO ACTION

- More than 100 people, including employees, politicians,

and local seniors, gathered in the WSTC garage for the official launch of HSR's "Easier

Access" program.

- Following an official ribbon-cutting ceremony, guests were invited to inspect the special features on board one of HSR's "Easier Access" buses.

- Special guests at the launch included Regional Councillor Geraldine Copps, Regional Chairman Reg Whynott, Minister of Transportation Ed Philip, and Transportation Services Committee Chairman Bob Wade.

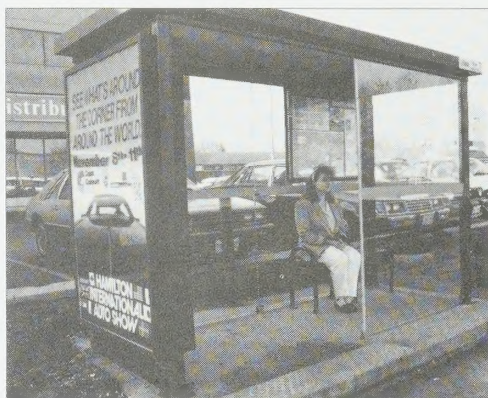


### EASIER ACCESS EQUIPMENT

- HSR's 15 "Easier Access" buses allow persons who have difficulty with steps to board and alight more easily. The front end of these buses can lower to within inches of the ground. This is especially helpful when the bus cannot pull right up to the curb. An additional 15 buses are on order.

- HSR's 40 new "Easier Access" bus shelters offer increased safety and convenience for all passengers. Some of the features include brightly coloured

stripes across glass walls and panels, as well as entrances facing the sidewalk. Interior benches



offer assistance to those who have difficulty standing or walking.

- A series of raised ridges installed between the shelter and the curb act as tactile guide signals for those who carry the white cane.

- A Telephone Device for the Deaf (TDD) is used by HSR to provide route and schedule information

to people who are hearing impaired. A visual message display is built into the TDD set and allows individuals to contact HSR Information Services directly.





## WE'RE A TEAM

- More than 300 employees celebrated HSR's 3rd annual Team Day on June 24, 1990. Team Day brings together employees and their families in an informal environment and allows everyone to recognize and reward the safety and service achievements of their co-workers. More than 50 HSR and CCL employees were presented with awards in 1990.



## FIGHTING FIT

- HSR's first "Fit Day Workout" was a great success, attracting employees from every department. As part of the province-wide promotion, fifteen-minute workouts were offered at the WSTC and MRTC.



## RETIREE ACTIVITIES

- Since its inception in 1974 the Annual Reunion Luncheon, held in honour of all retirees, has been a very special event. The 1990 luncheon was no exception, with retirees from as far afield as British Columbia and Nova Scotia making the trip to Hamilton. Close to 200 retirees, guests, and employees

attended the luncheon on May 19th.

- More than 250 retirees and employees attended the annual Retirement Banquet on September 29. Eleven recent retirees received awards from the company.
- The Annual Pensioners Association Picnic attracted a great turn-out on July 27th. Transportation to Hidden Valley was provided by HSR with recent retiree Max Peddle at the wheel.
- The Pensioners Association got together again on December 20th for a Christmas luncheon.

## REMEMBERING OUR RETIREES

Our thanks and best wishes go out to the following HSR/CCL employees who retired in 1990...



Max Eugene Ahlfors  
 Alexander John Andrews  
 Roland Rene Boileau  
 Michael Miles Chanady  
 Frederick Fama  
 Robert Thomas Furlong  
 Russell Frank Gregor  
 Orland James Gumbert  
 Margaret Jean Harrison  
 Klaas Klad  
 Wanda Kocsis  
 John Kronemeyer  
 Harold Elmer Lannin  
 Benjamin Frank Lundy  
 Lawrence Roger Martin  
 Vera Scarfe  
 Lloyd Scott  
 Donald Kenneth Telfer  
 Robert Joseph Vandebilt  
 Dirk Vanhuis  
 Simon Voskamp  
 Ronald Leonard Walker



## • THREE-YEAR PROFILE •

A snapshot of HSR operations as at year end December 31, 1990.

	1990	1989	1988
Service Area Population ('000)	400	399	399
Revenue Passengers ('000)	26,386	27,271	27,742
Miles Operated ('000)	9,266	9,167	9,159
Revenue Passengers Per Capita	65.9	68.3	69.5
Revenue Passengers Per Mile	2.8	3.0	3.0
Revenue ('000)			
Transportation	\$23,150	\$22,826	\$21,308
Subsidy/Grants/Levies	\$27,262	\$25,480	\$22,932
Expenses ('000)	\$50,412	\$48,306	\$44,240
Per Passenger			
Transportation Revenue	\$ .877	\$ .837	\$ .768
Subsidy/Grants/Levies	\$1.033	\$ .934	\$ .827
Expenses	\$1.911	\$1.771	\$1.595
Per Mile			
Transportation Revenue	\$2.498	\$2.490	\$2.326
Subsidy/Grants/Levies	\$2.942	\$2.780	\$2.504
Expenses	\$5.440	\$5.270	\$4.830
Revenue/Cost Ratio %	45.9	47.3	48.2
Number of Employees	831	835	822
Rolling Stock (Active and inactive fleet)			
Diesel Coaches	203	202	215
Trolleys	56	50	50
Articulated Coaches	15	15	15
Natural Gas Coaches	10	7	6
Total	284	274	286
Adult Basic Cash Fare	\$1.15	\$1.10	\$1.05



# • REVENUES & EXPENSES •

HSR statement as at  
year end December 31, 1990.

	1990		1989	
	\$	%	\$	%
<b>REVENUE ('000)</b>				
<b>Farebox</b>				
Cash	11,512	22.8	10,387	21.5
Ticket	3,792	7.5	3,900	8.1
Pass	6,728	13.4	6,824	14.3
	22,032	43.7	21,171	43.9
<b>Advertising</b>	1,173	2.3	969	2.0
<b>Other Revenue</b>	(55)	(.1)	685	1.4
<b>Operating Subsidies &amp; Grants</b>				
City of Hamilton	15,765	31.3	14,604	30.2
Provincial	9,443	18.7	9,168	19.0
Other	2,054	4.1	1,709	3.5
	27,262	54.1	25,481	52.7
<b>TOTAL REVENUE</b>	<b>\$50,412</b>	<b>100%</b>	<b>\$48,306</b>	<b>100%</b>
<b>EXPENSES ('000)</b>				
Administration	9,501	18.9	9,391	19.4
Maintenance	15,833	31.4	14,998	31.0
Operations	23,615	46.8	22,440	46.5
Transportation Services	1,252	2.5	1,293	2.7
Executive Services	211	0.4	184	0.4
<b>TOTAL EXPENSES</b>	<b>\$50,412</b>	<b>100%</b>	<b>\$48,306</b>	<b>100%</b>



# • BALANCE SHEET •

HSR balance sheet for  
the year ended December 31, 1990

## ASSETS

### Current Assets

Cash	\$ 130,762
Employee Working Funds	18,500
Accounts Receivable	2,783,401
Inventory	784,816
Prepaid Expenses	439,399
Total Current Assets	4,156,878

**TOTAL ASSETS \$4,156,878**

## LIABILITIES & CAPITAL

### Current Liabilities

Accounts Payable	\$ 301,067
Unredeemed Ticket & Pass Reserve	291,618
Accrued Liabilities	4,118,391
Total Current Liabilities	4,711,076

### Capital

Unfunded Capital Outlay	(1,302,357)
Working Fund Reserve	662,789
Insurance Reserve	85,370
Total Capital	(554,198)

**TOTAL LIABILITIES & CAPITAL \$4,156,878**

## Notes to Financial Statements

### 1. Significant Accounting Policies

#### a) Inventory

Inventory is valued at the lower of average cost and replacement cost.

#### b) Recognition of Revenue

Ticket and pass revenues are recognized when the tickets and passes are honoured on the vehicles. This treatment gives rise to an estimated liability for tickets and passes which have been sold but which have not been redeemed or used at the end of the fiscal year.

#### c) Consolidation

The Hamilton Street Railway Company and its subsidiary companies are not consolidated herein, but are consolidated in the financial statements of the Regional Municipality of Hamilton-Wentworth.

### 2. Transit Employees Pension Plan

Approximately 800 HSR/CCL employees are members of this plan and will be future beneficiaries under the terms and conditions of this pension plan. As at December 31, 1990 the plan is estimated to be fully funded.

### 3. Related Party Transactions

The company shares facilities with its subsidiary, The Canada Coach Lines Limited, and costs are allocated based on usage.

### 4. Economic Dependence

The company operates as a department of the Regional Municipality of Hamilton-Wentworth, which owns the corporation, and is accounted for by the Region in their audited financial statements.



## ACCESSOBUS PROGRAM ENTERS SECOND YEAR

- This three-year demonstration program,

sponsored by Transport Canada, set out to determine the feasibility



and market response to an inter-city transit service for travellers with mobility impairment.

- As part of the program, CCL operates six wheelchair lift equipped coaches on routes between Kitchener, Cambridge, Hamilton, St. Catharines, and Niagara Falls.
- Many repeat users have taken advantage of the Accessobus program since its implementation in October 1989. A high comfort level with the lift and the on-board security features has been reported.

- CCL celebrated its first year of Accessobus

service with a "Free Week" in November 1990. Mobility impaired passen-



gers, and their travelling companion, were

offered one free round-trip between any two destinations on CCL's inter-city routes.

## EDUCATIONAL TOURS PROVE POPULAR

- More than 2500 students enjoyed comprehensive educational tours of cities throughout Canada and the U.S.A. Tours, which are custom designed by CCL, are offered to popular destinations such as New York City, Washington DC, and Quebec City.

## AWARD-WINNING SALES

- For the fifth consecutive year, CCL won the "Blue Jay Home Run Award." The award was



presented to sales representative Alistair Hamilton for achieving the highest ticket sales for the entire Blue Jay Season.

## LINE SERVICE CONSOLIDATED

- CCL continued to streamline operation of line services during 1990. The most significant move in this consolidation effort was the sale of CCL's Hamilton-Brantford operating license which generated revenues to help offset existing capital debt.



# • REVENUES & EXPENSES •

Canada Coach Lines Limited  
statement as at year end  
December 31, 1990.

	1990		1989	
	\$	%	\$	%
<b>REVENUE ('000)</b>				
Route Line Service	2,107	24.2	2,146	24.7
Charters	4,138	47.6	4,368	50.2
Tours & Sightseeing				
Fun Trek Tours	163	1.9	62	0.7
Grayline Hamilton/Burlington	122	1.4	53	0.6
Grayline Niagara Falls	362	4.1	690	7.9
	647	7.4	805	9.2
Other				
Commissions Earned	32	0.4	46	0.5
Racetrack	142	1.6	128	1.5
Coach Rentals	21	0.2	26	0.3
Bus Parcel Express	50	0.6	53	0.6
Transfers-Reserves	250	2.9	382	4.4
Miscellaneous	25	0.3	215	2.5
	520	6.0	850	9.8
Contracts				
Regional Levy	779	8.9	45	0.5
Other	511	5.9	486	5.6
	1290	14.8	531	6.1
<b>TOTAL REVENUE</b>	<b>\$8,702</b>	<b>100%</b>	<b>\$8,700</b>	<b>100%</b>
<b>EXPENSES ('000)</b>				
Administration	1,174	13.5	1,479	17.0
Maintenance	1,760	20.2	1,744	20.0
Operations	2,676	30.8	2,826	32.5
Direct Services	1,842	21.2	2,089	24.0
Capital Acquisitions	1,250	14.3	562	6.5
<b>TOTAL EXPENSES</b>	<b>\$8,702</b>	<b>100%</b>	<b>\$8,700</b>	<b>100%</b>

# • BALANCE SHEET •

Canada Coach Lines Limited  
for the year ended December 31, 1990.

## ASSETS

### Current Assets

Cash	\$ 211,911
Employee Working Funds	10,770
Accounts Receivable	(31,739)
Inventory	150,413
Prepaid Expenses	71,806

Total Current Assets 413,161

### Other

Mortgage Receivable	10,090
Sundry Deposits	6,275

Total Other 16,365

**TOTAL ASSETS \$429,526**

## LIABILITIES AND CAPITAL

### Current Liabilities

Accounts Payable	\$ 56,206
Accrued Liabilities	344,998
Total Current Liabilities	401,204

### Capital

Common Stock	10,000
Insurance Reserve	18,322

Total Capital 28,322

**TOTAL LIABILITIES AND CAPITAL \$429,526**



# THE HAMILTON STREET RAILWAY COMPANY

*Owned and Operated by the Regional Municipality of Hamilton-Wentworth*



**Produced by:**

HSR Customer Services Group

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